
What is Agile Behavior?

GSA Tech Talks

March 30, 2017

Digitization: Disrupting Government Domains



Government Organizations According to Digital Maturity



Ability to respond to digital changes



Objectives

- Define “Being Agile”
- Identifying Agile Behaviors:
 - Enterprise Level
 - Program Level
 - Team Level
- Enabling a Supportive Environment
 - Building a Supportive Framework
 - Agile Investment Process
 - Transform Budgets: Agile Investment Process
- Adapting Agile Behaviors

What is “Being Agile”?



Agile is a **mindset** and a cultural change, **not a process implementation**.



Agile is **not an end-goal** by itself, it is a **journey** toward continuous improvement



Agile is **not a one size fits all**. It is a **tailored** approach for each organization's unique **vision, culture** and **specific needs**. It is neither methodological nor prescriptive. **Agile approaches** such as Scrum, Kanban, Lean, etc., **provide a framework** to continuously improve and deliver value.

Why Organizations Become Agile

Most organizations start the agile transformation process driven by:

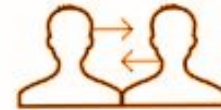
- Ability to respond to change
- Building the right / quality products
- Getting faster return on investment (ROI), and/or
- Gaining visibility and transparency

Top 3 Benefits of Agile



87%

Ability to manage
changing priorities



85%

Increased team
productivity



84%

Improved project
visibility

Traditional vs. Agile: Developing a Webform w/ Encryption

Approved
EBC

Full Investment
\$\$\$\$\$\$\$\$\$\$\$\$



Planning \$\$\$

Design \$\$\$

Build \$\$\$

Test \$\$\$



Final Delivery:

No functionality to
decrypt PI.
\$\$\$\$\$\$\$\$\$\$\$\$

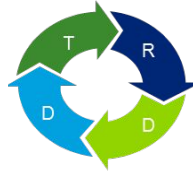
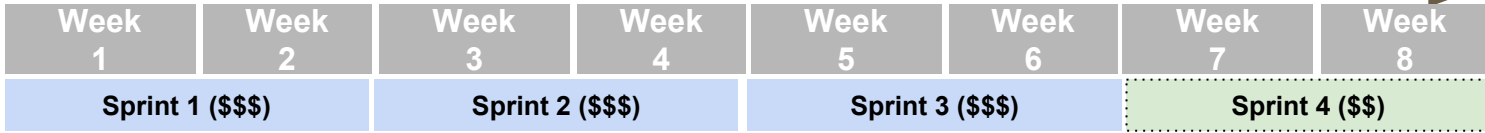
Customer Feedback:

*Requires change
request & more \$\$\$\$*

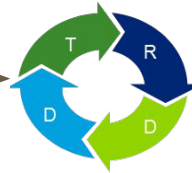


Initial Target:

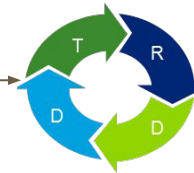
A Webform to collect
and encrypt PI for
\$\$\$\$\$\$\$\$\$\$\$\$



Delivery: Webform template
& DB design
Customer Feedback:
Add ability for decrypting PI for
editing



Delivery:
Webform updated with
Decryption capabilities
Customer Feedback:
New policy: can not collect SSN



Release 1:
Webform updated with new policy
Customer Feedback:
Happy with updated functionalities and
ability to use the form right away





The Agile Enterprise



Agile Behaviors at the Enterprise Level



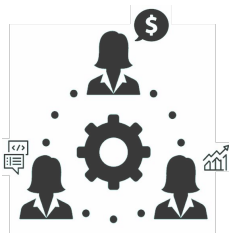
Executives articulate **the vision** for becoming an Agile enterprise. They sponsor and align the **process** and **culture change** required to achieve successful adoption.

Leadership style shifts from command and control to facilitating **self-organization** by **guiding organization's vision**.

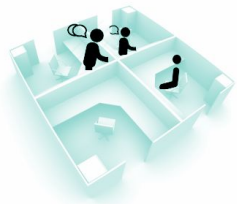


Funding process manages cost through funding **releases (prototypes)** rather than full projects. Budgets accept product **scope** as **negotiable** for delivering customer value.

Agile Behaviors at the Enterprise Level



Business and IT share responsibility: Finance, Operations, Communications, Marketing, HR, etc. are actively represented in the development processes. Contribute requirements, attend demos and provide on-time feedback as organizational customers / stakeholders.



Organization structure enables **cross-team collaborations** beyond functional departments. **Product teams** are created based on the **multidisciplinary skills** required to deliver a product or service.



Agile Programs

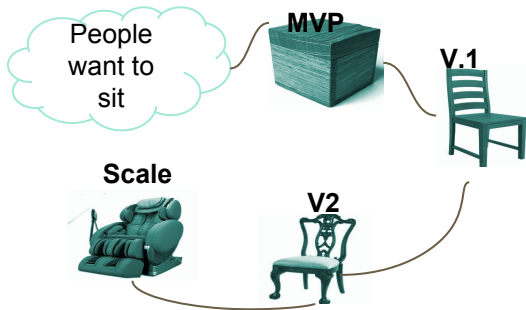


Agile Behaviors at the Program Level



Program Management approach is to provide a **business roadmap** and **priorities** based on **long-term vision** rather than short-term project-based engagements.

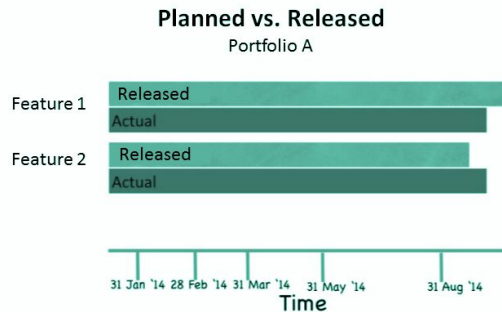
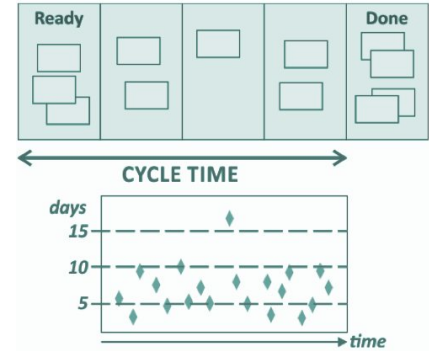
Program manager's primary role shifts from controlling projects to **leading product / portfolio vision**, management of **resources, risk** and **dependencies** across teams and **removing impediments**.



Project planning and scope is **broken down** into initiative-based tasks to be completed **in short timeboxes** (2-4 weeks). **Goals are set for each initiative, with product teams** on a rolling basis.

Agile Behaviors at the Program Level

Measurement of success shifts from directly controlling cost, schedule and scope to **delivering business value faster**. Business value is measured through the early delivery of **working product increments** that lead to optimized cost savings.



Status reports and **tracking** capture **Agile metrics** via shared tracking platforms that are visible across the organization. This enables a better understanding of the development process, increases planning and release predictability and informs decisions on funding and long-term alignment.



Agile Teams



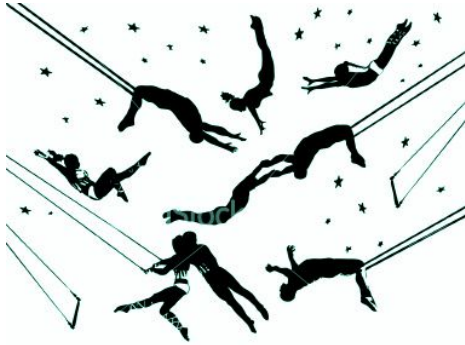
Agile Behaviors at the Team Level



While the PO is the main driver of the product vision, the **Team also assumes responsibility and accountability** in making their work visible, identifying and communicating dependencies / impediments, and providing technical excellence in the delivery of quality products.

The Team's delivery process enables **regular discussions** with the various **stakeholders** and an improved understanding of their needs. It also supports the frequent **delivery of usable products** to their internal / external customers with better responsiveness to **changes in requirements**.

Agile Behaviors at the Team Level



Cross-team collaboration ensures each team has clear objectives and a separation of work to minimize duplication of efforts.

The Team regularly **reflects on process** and ways of working. They identify issues and address them for **continuous improvement**.



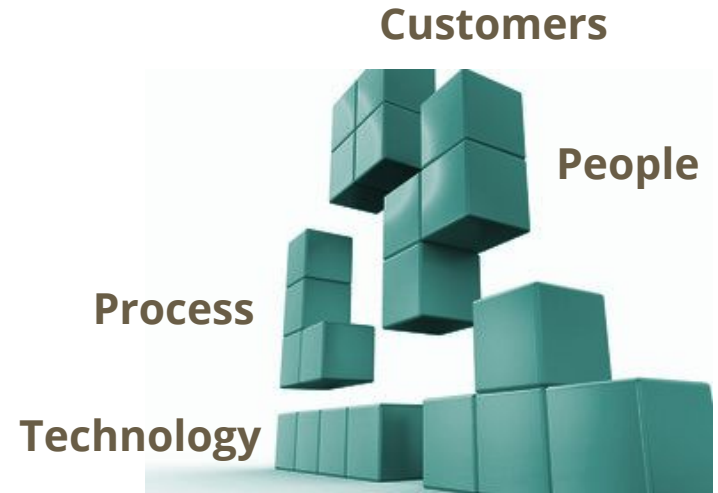
The team follows **architectural standards** and **engineering best practices** that enable them to enhance design, performance and usability to **deliver continuously**.

Enabling a Supportive Environment

Building a Supportive Framework

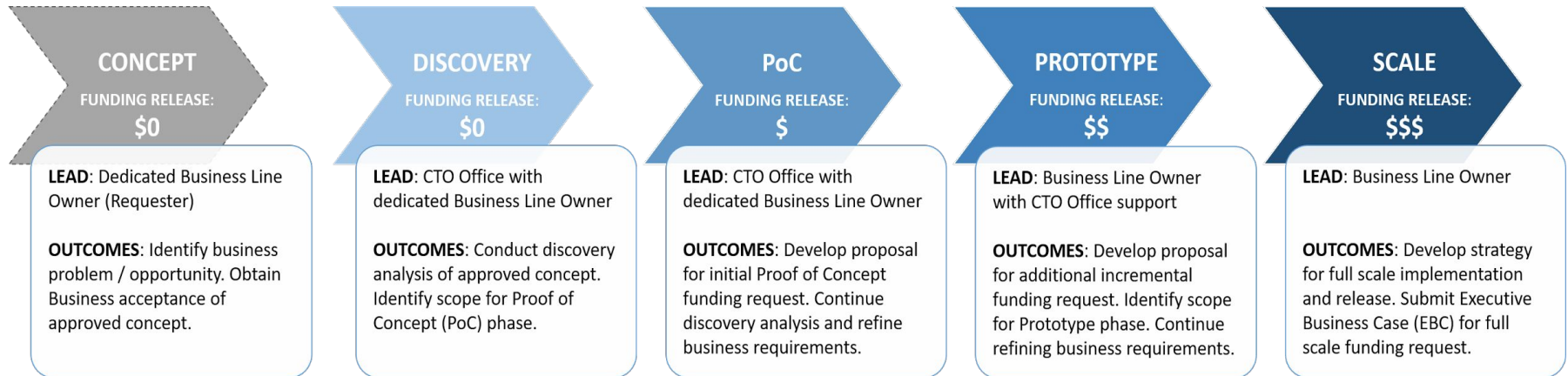
In order to create a supporting environment, organizations must also **transform**:

- Contracts & Resource Procurement
- Development Environments & Practices
- Content & Training
- Communication & Storytelling



Transform Budgets: Agile Investment Process

- All projects would derive from approved business concepts
- All projects will engage the right resources for success
- Not all pilots will lead to prototype / scalable solutions





Adapting Agile Behaviors



Agile Behaviors: Debunking the Myths

Conducting *30 minute* standups helps teams communicate *status, discuss issues* and is being Agile

MYTH

The purpose of Stand-ups is to communicate priorities and identify impediments fast. Stand-ups should be short, frequent and used to surface issues, not for discussion.

The Scrum Master manages the Team and the Project.

MYTH

The SM role is not meant to “manage” the team or the project, but to guide the Scrum process and encourage self-organization.

Some of our projects are too big for Agile. We need a predictive and structured way to manage them successfully.

MYTH

About 1/3 of the requirements for Waterfall projects never get developed.

The bigger the project, the more an Agile approach can provide a means of continuous requirement prioritization, delivery and customer engagement.

A project *cannot* have a Product Owner from IT.

MYTH

The PO role shifts based on the project type. If it's a technical project, a technical lead who has the knowledge and autonomy to guide and prioritize product vision and requirements can be the PO.

How Do We “Be”-come More Agile?

Agile Behavior Adaptation

- Stop the Jargon!
- Shift the Mindset
- Communication
- Accountability
- Transparency
- Change Management

Agile Adoption Approach

- Establish working agreements for teams
- Create a supportive infrastructure
- Introduce Scrum / Kanban into development teams
- Implement a tailored Agile project approach

Thank You!

Q&A
